

ARMY MORALE, WELFARE AND RECREATION (MWR) GUIDE FOR BASE REALIGNMENT AND CLOSURE (BRAC) INSTALLATIONS BRAC 2005

TABLE OF CONTENTS

	<u>Page</u>
INTRODUCTION	2
CHECKLIST: I. IMMEDIATE/CONTINUOUS	9
II. ONE TO TWO YEARS PRIOR TO CLOSURE	21
III. 180 DAYS BEFORE CLOSURE	32
IV. CLOSURE DATE*	40
REFERENCES	49

^{*}Includes actions required less than 180 days prior to closure (e.g. C-120 (days)), those required NLT the official closure date (X), and those required after closure (e.g. C+30 (days)).

ARMY MORALE, WELFARE AND RECREATION (MWR)

GUIDE FOR BASE REALIGNMENT AND CLOSURE (BRAC) INSTALLATIONS

INTRODUCTION

- 1. The checklists contained in this guide are designed to help MWR managers at closing installations identify and address the challenges in a BRAC scenario. The underlying consideration is to meet all requirements that flow from the following missions:
- a. <u>Base Realignment and Closure (BRAC):</u> To carry out goals articulated by the President of the United States and the Secretary of Defense, such as:
- (1) Close bases quickly, but in a manner that will preserve valuable assets to support rapid reuse and redevelopment.
- (2) Expedite the "screening" process, which identifies interests in excess and surplus property at realigning and closing bases.
- (3) Make every reasonable effort to assist the Local Redevelopment Authority (LRA) in obtaining the available personal property needed to implement its redevelopment plan.

b. Morale, Welfare and Recreation (MWR):

- (1) To provide quality, customer-valued and demand-driven programs and services during the closure period, to promote readiness and quality of life for America's Army.
- (2) To identify and safeguard all personal property purchased with nonappropriated funds (NAFs) throughout the closure period, and to dispose of excess items in accordance with applicable policies and regulations.
- (3) To identify facilities constructed and/or improved with NAFs, and maintain financial records to facilitate the recovery of NAF investments, as provided by public law.
- 2. In order to provide continuous, quality support to soldiers, families and other patrons, it is essential that Installation Management Agency (IMA) and installation MWR managers keep abreast of the overall BRAC situation.
- 3. Early and continuing interface with the IMA BRAC office, installation BRAC managers and Base Transition Coordinators (BTCs) at installation level is necessary to provide information on unique aspects of MWR operations, NAF resources and to ensure a complete understanding of BRAC requirements that impact on MWR plans and actions. In addition, MWR managers are strongly encouraged to obtain a copy of the DoD Directive 4165.66M, Base Reuse and

Implementation Manual, December 1997, Office of the Deputy Secretary of Defense (Industrial Affairs and Installations). This manual provides the public law basis for BRAC actions, and includes the following provisions important to MWR:

- a. Nonappropriated fund (NAF) personal property has been identified as "not available for reuse" (Chapter 4, paragraph 4.2.4). However, these items may ultimately be sold or transferred to the local community, as explained in paragraph 4d of this guide.
- b. Economic development conveyances (EDC) of real property at or below the estimated fair market value (Chapter 7). Processing procedures for EDC applications have been revised to require that reviewing and approving officials are made aware of NAF investments.
- c. NAFs expended to acquire construct or improve facilities on BRAC installations will be partially recovered IAW P.L. 101-510 Section 2906, as amended, i.e., a portion of the disposal proceeds equal to the depreciated value of the NAF investment in real property will be deposited in a special reserve account in the U.S. Treasury and will be transferred to the appropriate Service Nonappropriated Fund Instrumentality (NAFI). To facilitate this law Headquarters, U.S. Army Community and Family Support Center (USACFSC) will (1) submit a listing of all NAF investments in real property at BRAC installations to OSD (P&R) and the HQDA BRAC Division (see Annex O, Army BRAC 2005 Implementation Guide for installation instructions and forms), and (2) establish procedures in the MWR Guide for BRAC Installations to ensure the accurate identification of NAF investments by installation MWR and DPW representatives (see Checklist II, actions 81 thru 84).
- 4. The following assumptions apply:
- a. Impact of BRAC actions on soldiers and families may increase demands for MWR support, e.g., additional demands for Child and Youth Services (CYS) and Army Community Service (ACS).
- b. The Army's MWR Strategic Vision and Strategic Action Plan still apply, until local circumstances make complete application impractical.
- c. After the announcement of installation BRAC, a steady decline in installation population will decrease customer base.
 - d. Frequent market analysis will be crucial.
- e. There may be early losses of qualified personnel; finding qualified replacements will be more difficult than usual.
- f. Funding realities may require adjustments in prioritization of programs to be delivered.

- g. Consolidation of resources/activities is inevitable.
- h. Transition assistance programs will be made available to both appropriated fund (APF) and NAF employees on an equitable basis, to the extent possible.
- i. MWR managers will be prepared to represent the interests of other Army NAFIs at BRAC meetings. These NAFIs include Billeting, Civilian Welfare Funds (CWF) and Post Restaurant Funds (PRF).
- 5. Corporate/Army-wide interests of MWR must receive added emphasis during BRAC actions. Commanders and key MWR managers must ensure the requirements listed below are met. Note: As key personnel depart, IMA Regions should consider use of MWR assistance teams or other resources to facilitate continuation of necessary activities until closure, and ensure that vital actions under the BRAC scenario are carried out.
- a. Provisions of AR 215-1, Nonappropriated Fund Instrumentalities and Morale, Welfare and Recreation Activities, 28 June 2004, especially:
 - (1) Fiduciary Responsibility (Chapter 3, Section II, paragraphs 3-4 thru 3-6).
 - (2) Funding (Chapter 4, Section I, paragraph 4-15)
 - (3) Disestablishment of NAFIs (Chapter 5, Section I, paragraph 5-4).
 - (4) Transfers of NAFIs (Chapter 5, Section I, paragraph 5-5).
 - (5) Successor-in-interest (Chapter 11, Section I, paragraph 11-3).
 - (6) Disposal of NAF property (Chapter 12, Section II, paragraph 12-14).
- b. BRAC related MWR expenses incurred by NAFIs are included in BRAC budgets submitted by IMA Regions. Initial estimates of severance pay and costs of relocating employees and equipment are based to some degree on assumptions; and calculated IAW Annex O, Army BRAC 2005 Implementation Guide. Periodic revision will be necessary as NAF employees depart voluntarily by business-based actions or as other factors change. Note: Department of Defense Instruction 1015.15, Procedures for Establishment, Management, and Control of Nonappropriated Fund Instrumentality and Financial Management of Supporting Resources, July 16, 2003, paragraph 5.7.8, to include subparagraphs 1 through 5, specifies MWR realignment and closure costs are authorized funding from all BRAC accounts. Appropriated Funds (APFs) may finance costs that are a direct result of an approved BRAC action. APFs are authorized for such costs as civilian severance, civilian permanent change of station (PCS), outplacement, transportation of property, etc.. MWR/NAF requests for BRAC funding must compete with other Army requests for BRAC

funding; early planning in this area is extremely crucial (see Checklist I, actions 53 and 54 and Annex O of the Army BRAC 2005 Implementation Guide).

- c. Funding of Category C MWR programs. Department of Defense Instruction 1015.15, paragraph 5.7.8.4, states that "Category C activities at installations identified for closure under BRAC procedures may receive APF support authorized for Category B activities" (also see AR 215-1, Appendix D, Table D-1, for use of available APF). The timing of such authorization will be determined by the garrison commander in coordination with the IMA Region, in order to provide essential needs and support a reasonable level of service to the remaining population (see Checklist I, action 10).
- d. NAF personal property. Several goals in the DoD BRAC policy relate to making installation personal property available to the local community for use in economic redevelopment. Although personal property items owned by the NAFI may ultimately be sold or transferred to the local community, initial disposal actions will be taken IAW AR 215-1, Chapter 12, Section II, paragraph 12-14 and Annex O, Army BRAC 2005 Implementation Guide.
- (1) Installation MWR managers should be familiar with the Commander's Guide to Personal Property Disposal published by the BRAC Office, OACSIM, which states that NAF-owned property will be excluded from the installation inventory provided to the local community. Immediate and periodic inventories by MWR managers are essential (see Checklist I, action 71).
- (2) Library collections must be disposed of IAW provisions of AR 735-17 (see Checklist I, action 76, Checklist II, action 86, Checklist III, action 64 and Checklist IV, action 103).
- (3) Hardware, software, and other components of the central MWR Management Information System (MIS) program are exempt from automatic data processing equipment (ADPE) disposal procedures and must be transferred or turned in per IMA instructions (see Checklist I, action 71, Checklist III, action 66).
- (4) The sale of lost, abandoned and unclaimed property by the installation is authorized by Defense Authorization Conference Report, Section 374, 13 December 1995 that amends 10 USC 2575. Detailed plans will include actions required to establish ownership/title, and meet other legal requirements prior to time of sale (see Checklist I, actions 78 and 80, and Checklist IV, action 101).
- (5) In order to transfer firearms and ammunition between two MWR activities, both must be licensed as dealers by the Federal Bureau of Alcohol, Tobacco, and Firearms (ATF). AR 215-1, Chapter 8, Section II, paragraph 8-19 b(23) also lists other actions required, e.g., to notify the servicing ATF office of any planned disestablishment of an MWR activity holding a ATF dealer's license.
- (6) Fixed assets purchased with NAF and left in place for appraisal and sale/transfer of a facility will be (1) transferred to the DPW (see Checklist II,

action 83) and (2) NAF property records will be annotated to reflect the date of transfer.

- (7) NAF personal property may not be transferred to the LRA via Economic Development Conveyance (EDC), unlike APF property. However, if it is possible for the LRA to secure a "right of first refusal" (see 8 below), it should also be possible to time the NAF transfer to coincide with the EDC transfer.
- (8) Local Redevelopment Authorities (LRA) may negotiate with the installation and IMA to secure a "right of first refusal" for purchase of NAF personal property at fair market value. Major requirements, critical to preserving NAFI resources, are that (1) the fair market value must be determined by the NAFI and (2) there must be a time limit for the LRA to exercise this option.
- e. Real property. Installation MWR managers must monitor all plans and actions involving disposal of the Army's real property. The following MWR actions are vital to the fiduciary responsibility of each installation's chain of command and the MWR Board of Directors, regarding stewardship of soldier dollars:
- (1) Prior to the sale or transfer of any real property that includes a NAF investment, and updated listing of the NAF investments must be provided to the BTC by the installation NAFI or IMA regional MWR office. Data must be (1) submitted for all facilities constructed of improved with NAF, to include fixed assets designated to remain with a facility, (2) accurately quantified, reconciled with Public Works Real Property records (see Checklist II, actions 81 thru 84), and (3) depreciated in NAFI financial documents. The specific portion of sale/disposal proceeds will be determined IAW OTJAG legal opinion of 11 August 1997.
- (2) Every effort must be made to retain MWR facilities as long as the demand and usage continues. When facilities constructed or renovated with NAF are declared to be excess to government needs, negotiation options with potential purchasers are severely limited. Consider consolidation/sharing to conserve NAFs.

f. Successor-in-interest responsibilities.

(1) As soon as an installation is designated for closure, the responsible IMA Region (successor-in-interest) will review all cash requirements of the Installation MWR Fund (IMWRF) such as cash in bank, petty cash, and change funds balances. Petty cash and change funds balances should be adjusted to a minimum anticipating a reduction in operations. The cash at the IMA Region should be at least partially encumbered by NAF employee accumulated annual leave balances, estimated severance pay and estimated costs for relocation of personnel and equipment. Garrison capital expenditures will be frozen, with IMA Region approval required in all instances. All employee pay adjustments, bonuses, reassignments, promotions, etc., other than those resulting from

current statutes and regulations, also require IMA Region approval. The IMA Region will continuously monitor the IMWRF's cash balances, expenditures, and receivables (balance of receivables should begin to decline) (see Checklist I, action 56). Successor-in-interest (IMA Regions) may elect to transfer funds to NAFIs that gain eligible MWR patron base due to gaining mission(s), as missions/troop units move and begin to impact gaining installations. Final cash transfers to gaining installations will be addressed after IMWRF dissolution date/closure date of losing installation (see Checklist IV, action 70).

- (2) Conduct a terminal audit IAW terminal audit guidelines.
- 6. The IMA Regions will advise garrison commanders of the challenges facing MWR managers in a BRAC environment. For example, an Air Force study concluded that after mass departures the need for Family/ACS programs surged to resolve an increased number of adjustment and behavior problems. The following suggestions are based on that study:
- a. Keep the mental health clinic, family support center, family advocacy, and anger-management functions fully staffed for as long as possible.
- b. During the year before closure disengage as many chronic clients as possible from the mental health clinic, by referring them to an off-base caregiver. Preserve the resources necessary to handle your own personnel.
- c. Keep unit commanders aware of mental health trends and closure plans. Make sure each plan has an active stress-reduction program (to include suicide awareness) and makes provisions for support services to encourage self-referral.
- d. Emphasize physical fitness and deglamorize alcohol as countermeasures for stress. Community fitness activities along with an adequately staffed and active fitness center are essential.
 - e. Increase the outreach or visitation ministry of installation chaplains.
- f. Ensure commanders and first sergeants make frequent contact with military families whose military sponsor-spouse has departed. Unless you plan otherwise, these families can feel or become neglected.
 - g. Keep the "911" emergency number available as long as possible.
- 7. Checklists I through IV, which follow, reflect actions necessary for MWR/NAF activities to satisfy mission/customer demands while complying with base closure requirements. The checklists are in chronological order; each is focused on actions to be taken or initiated during a specified time frame within the closure period dictated by BRAC decisions. Items within each checklist are grouped under the headings shown below, with each assigned an Arabic number. Numbers are consecutive throughout each checklist; for example the numbers shown parenthetically with each heading below are found in Checklist I.

- o COMMANDER/DPCA/DCA (Actions I-1 THRU I-15).
- o ALL MWR PROGRAMS EXCEPT FAMILY SPECIFIC (I-21 THRU I-39)
- o FAMILY SUPPORT (CHILD & YOUTH SERVICES (CYS), ARMY COMMUNITY SERVICE (ACS)) (I-41 THRU I-42)
- o FIDUCIARY RESPONSIBILITY (I-51 THRU I-56)
- o GENERAL/ADMINISTRATION (I-61 THRU I-65)
- o LOGISTICS (I-71 THRU I-80)
- o PERSONNEL (APF, NAF) (I-81 THRU I-83)
- 8. The Point of Contact for this document is Ms. Ida Thomas, Headquarters U.S. Army Community and Family Support Center, CFSC-SP, 4700 King Street, Alexandria, VA 22302-4419, Phone: (703) 681-7436 DSN: 761-7436, E-mail: Ida.Thomas@cfsc.army.mil.

CHECKLIST I

ACTIONS REQUIRED IMMEDIATELY, AND CONTINUOUSLY AS APPROPRIATE THROUGHOUT THE CLOSURE PERIOD:

- o COMMANDER/DPCA/DCA: Actions I-1 THRU I-15
- o ALL MWR PROGRAMS EXCEPT FAMILY SPECIFIC: Actions I-21 THRU I-39
- o FAMILY SUPPORT (CHILD & YOUTH SERVICES (CYS), ARMY COMMUNITY SERVICE (ACS)): Actions I-41 THRU I-42
- o FIDUCIARY RESPONSIBILITY: Actions I-51 THRU I-56
- o GENERAL/ADMINISTRATION: Actions I-61 THRU I-65
- o LOGISTICS: Actions I-71 THRU I-80
- o PERSONNEL (APF AND NAF): Actions I-81 TRHU I-83

CHECKLIST I ACTIONS REQUIRED IMMEDIATELY AT DATE OF APPROVAL, AND CONTINUOUSLY

(*INDICATES REQUIREMENT FOR FREQUENT REVIEW/APPROPRIATE ACTION)

CHECKLIST I Closure Actions for MWR Activities	At Date of Approval &	1-2 Years	180 Days Before	NLT Date of Closure
Closure Actions for MWWR Activities	Continuous	Before Closure	Closure	of Closure
COMMANDER/DPCA/DCA:				
1. Participate in installation BRAC planning process as a "BRAC Committee Member," or monitor that process.	X			
2. Establish MWR closure team to carry out Installation Commander instructions and unique MWR requirements; and be responsive to Local Redevelopment Authority (LRA).	X			
3. Schedule a series of "Town Hall" meetings for all MWR employees.	X*			
4. Project MWR program/function termination dates, and last duty day for all personnel.	Х			
5. Designate a single point of contact (POC) for closure of each MWR activity.	X			
6. Review policy for civilian superior performance awards to ensure adequacy during BRAC period, and adjust if necessary.	X			
7. Use all Command Information and other Public Affairs communication channels to ensure on-and off-post customers receive pertinent information in a timely manner.	X*			
8. Prepare to cope with and compensate for the early loss of qualified personnel.	X*			
Determine mission termination and departure dates for troop units.	Х			
10. Review available funding levels during closure period, including alternative uses of NAF and APF in support of Category C MWR programs IAW DODI 1015.15 (para 5.7.1 through .5) and AR 215-1, Appendix D.	X*			
11. Schedule meeting with CPO to establish acceptable procedures for MWR managers to seek candidates for temporary jobs (APF and NAF) during closure period (see checklist Action 1-34).	Х			
12. Recommend to Installation Commander that APF employees have access to Priority Placement as soon as possible.	Х			

CHECKLIST I	At Date of	1-2	180 Days	NLT Date
Closure Actions for MWR Activities	Approval &	Years	Before	of Closure
	Continuous	Before	Closure	
40 Fee or that all the NAF	\/+	Closure		
13. Ensure that eligible NAF employees (NF-4	X*			
and above) are aware of job placement				
opportunities available through the Priority Consideration and MWR Central Referral				
Programs. 14. Schedule meeting with CPO on required	X			
timing of a RIF (if required) for APF and NAF	^			
civilian personnel (see Action III-7).				
15. Increase awareness of possible thefts of	Х			
government and personal property.				
Strengthen controls as necessary				
(amend/update Risk Management Plan).				

CHECKLIST I Closure Actions for MWR Activities	At Date of Approval & Continuous	1-2 Years Before Closure	180 Days Before Closure	NLT Date of Closure
ALL MWR PROGRAMS EXCEPT FAMILY SPECIFIC:				
21. Develop a closure plan; project organizational structure; consider consolidating activities; work with customers to plan for a reduction in operating hours instead of closing. Provide plan copy through the IMA Region to CFSC-SP.	X*			
22. Provide events and services, which encourage socialization, enhance esprit de corps and minimize frustration associated with change.	X*			
23. Construct time-phased projection of demographics; determine impact of unit departures, e.g., loss of customers, loss of employees (military family members).	X*			
24. Refer to last leisure needs survey; use focus group to assess impact of BRAC announcement on leisure needs demands. Prepare frequent demographic updates; review facility usage data for accuracy and appropriateness to determine need for program changes.	X*			
25. Review DoD policy on MWR and Resale Support Operations on closed installations (References 12 & 14), and monitor developments, which could result in retention of MWR activities after closure. Notify IMA Region and CFSC as necessary.	X*			
26. Review services currently provided and evaluate the possibility of obtaining services elsewhere or contracting for needed services. Coordinate with surrounding communities to establish alternative services.	X*			
27. Contact APF and NAF contracting offices to identify all outstanding MWR purchase orders and service contracts, e.g., copiers, for possible cancellation.	X*			
28. Ensure IMPAC credit cards are used for NAF purchases up to \$2,500.	X			

CHECKLIST I Closure Actions for MWR Activities	At Date of Approval & Continuous	1-2 Years Before Closure	180 Days Before Closure	NLT Date of Closure
29. Formally cancel NAFMC construction and CPMC programmed for outyears and Congressionally approved projects not yet under construction. Forward requests for exception to IMA Region for limited outyear CPMC if necessary to sustain operations. Make decision to stop or complete ongoing NAF construction.	X			
30. Monitor expenditures of activities for assets; limit to items essential to operations during closure period.	X*			
31. Ensure that activity managers perform inventories of resale items more frequently on a regular basis; reduce and control.	X*			
32. Review controls over cash in larger activities; reduce activity cash funds as operations scale down. NOTE: Reduction in activity personnel could have an adverse effect on financial operations.	X*			
33. Establish patron policies, payment procedures and refund policies for closing activities.	X			
34. Network with Reserve/National Guard commands, retiree groups, former MWR employees and local community to identify candidates for temporary jobs (FOR REFERRAL ONLY -TO CPO).	X*			
35. Review outstanding contracts; execute timely cancellations when necessary.	X*			
36. Before termination of a construction type contract, ensure that there are plans to protect and preserve the health and safety of the site, e.g., cleanup of site, protection of serviceable materials, removal of hazards.	X*			
37. Ensure there is a place reserved for access and storage of contract files for the required periods of time (transfer to successor-in -interest if necessary).	X			
38. Establish criteria for retaining petty cash and change funds under closure scenario; recall at appropriate time.	X			

CHECKLIST I Closure Actions for MWR Activities	At Date of Approval & Continuous	1-2 Years Before Closure	180 Days Before Closure	NLT Date of Closure
39. Coordinate with the Inspector General, Criminal Investigation Division, Provost Marshal's Office and the Directorate of Contracting to review/resolve any problems affecting MWR programs.	X			

CHECKLIST I	At Date of	1-2	180 Days	NLT Date
Closure Actions for MWR Activities	Approval & Continuous	Years Before Closure	Before Closure	of Closure
FAMILY SUPPORT (CHILD & YOUTH SERVICES (CYS), ARMY COMMUNITY SERVICE (ACS)):				
41. Develop plan for consolidation of family support activities at appropriate times.	Х			
42. Conduct early screening of CYS/ACS records (children/youth staff members, FCC providers), which require special instructions and initiate appropriate action.	X*			

CHECKLIST I Closure Actions for MWR Activities	At Date of Approval & Continuous	1-2 Years Before Closure	180 Days Before Closure	NLT Date of Closure
FIDUCIARY RESPONSIBILITY:				
51. Update five year plan; consider budgeting	Х			
for about half of the Army Simplified Dividend				
(ASD) received in the FY prior to				
withdrawal/transfer of troops.				
52. Track ASD payments and adjust budgets	X*			
based on closure of AAFES facilities.				
53. Estimate liabilities for severance pay and	X*			
unpaid leave for NAF employees.				
Monitor/adjust continuously (see para 4b,				
Introduction).	\/ +			
54. Estimate relocation costs for NAF	X*			
personnel/property/equipment affected by realignment of mission/function (see para 4b,				
Introduction).				
55. Ensure accounting for depreciation of NAF	X*			
real property (construction, renovation, all	^			
CPMC) and personal property continue within				
prescribed guidelines, with no change after				
BRAC approval date.				
56. Work with successor-in-interest (IMA	X*			
Region in most cases) to continuously monitor				
the NAFI's day-to-day working cash				
requirements to ultimately meet BRAC-related				
obligations/liabilities. Also monitor				
expenditures and receivables to ensure				
maximum preservation of funds.				

CHECKLIST I Closure Actions for MWR Activities	At Date of Approval & Continuous	1-2 Years Before Closure	180 Days Before Closure	NLT Date of Closure
GENERAL/ADMINISTRATION:				
61. Notify all correspondents/customers of	X			
activity closure date and the new address				
where services will be available (if applicable).				
62. Coordinate with the Security Officer to	X*			
have safe combinations changed upon				
departure/separation of any employee				
knowing the combination.				
63. Coordinate the turn-in of all government-or	X*			
NAFI-issued credit cards by departing				
employees (include on DA Form 137).)/±			
64. Identify unnecessary files, which can be	X*			
destroyed immediately, and those to be				
destroyed at various times throughout the closure period.				
·	X*			
65. Review key controls to all activity and storage facilities, and coordinate turn-in of all	X			
keys by departing employees (include on DA				
Form 137).				
1 om 107).				

CHECKLIST I Closure Actions for MWR Activities	At Date of Approval & Continuous	1-2 Years Before Closure	180 Days Before Closure	NLT Date of Closure
LOGISTICS:				
71. Inventory all items of NAF personal property, including components of the MWR MIS program, and affix tags to identify as "NAF-Owned Property."	X*			
72. Ensure that items in 71 above, as well as equipment owned by (1) firms under contract to NAFI; (2) vendors; and (3) Civilian Welfare Fund (CWF)/Post Restaurant Fund (PRF) are excluded from the inventory required by the Commander's Guide for Personal Property Disposal, and marked accordingly.	X*			
73. Write off assets that will be abandoned in place or transferred to other Federal, State and local activities.	X*			
74. Coordinate with the Directorate of Public Works for inspection and turn-in of real property.	X			
75. Identify items of NAF personal property, which become excess during the closure period, to the IMA Region. The IMA Region will coordinate disposition of excess NAF assets.	X*			
76. Transfer library materials of historic interest and dispose of worn, obsolete, and unserviceable library materials IAW AR 735-17.	X			
77. Dispose of excess NAF personal property IAW provisions of AR 215-1, e.g., transfer, sale to local community, turn-in to DRMO. Coordinate disposal action with IMA Region.	X*			
78. Develop a plan for the sale of lost, abandoned, or unclaimed personal property, IAW Defense Authorization Conference Report, Section 374, 13 Dec 95 (see Action IV-101).	X*			
79. Emphasize safety continuously.	X*			
80. Develop a plan for disposal of all vehicles owned/used by the NAFI. a. Turn in all unserviceable vehicles to DRMO.	X*			

CHECKLIST I	At Date of	1-2	180 Days	NLT Date
Closure Actions for MWR Activities	Approval & Continuous	Years Before	Before Closure	of Closure
b. Identify all APF and abandoned		Closure		
vehicles on loan to the NAFI that must be				
returned to DRMO.				
c. Identify vehicles donated to the NAFI;				
ensure proper registration with installation's				
state and locality.				
d. Take vehicles out of use or commission at a rate commensurate with reduction in				
activities (see checklist Actions I-4 and I-21).				
e. Upon disposal of RIMP-insured vehicles				
(to include vehicles leased from GSA), notify				
RIMP (CFSC-FMI) immediately, for				
cancellation of insurance, and to certify				
destruction of NAFI plates. f. For all other vehicles (cars, trucks,				
campers, trailers, etc. to be sold) ensure that				
all records required by the installation's state				
and locality are in order.				
g. Consider replacing (based on need)				
mission essential vehicles scheduled for				
disposal with leased vehicles near closure date.				
date.				
]	

CHECKLIST I	At Date of	1-2	180 Days	NLT Date
Closure Actions for MWR Activities	Approval &	Years	Before	of Closure
	Continuous	Before Closure	Closure	
PERSONNEL (APF AND NAF):		0.0000		
81. Generate a list of APF and NAF	X*			
employees showing the last day each				
employee will be on the MWR payroll (see				
Action 1-4).				
82. In coordination with CPO, prepare and	X*			
deliver notices of separation to excess MWR employees (APF and NAF).				
83. Coordinate personnel actions with CPO to	X*			
ensure that release of closeout personnel				
(audit POC, CAO, program managers, etc.)				
does not conflict with completion of closeout				
schedule.				
	1	1	1	ı

CHECKLIST II

ACTIONS REQUIRED ONE TO TWO YEARS BEFORE CLOSURE:

- o COMMANDER/DPCA/DCA: Actions II-1 THRU II-13
- o ALL MWR PROGRAMS EXCEPT FAMILY SPECIFIC: Actions II-21 THRU II-33
- o FAMILY SUPPORT (CHILD & YOUTH SERVICES (CYS), ARMY COMMUNITY SERVICE (ACS)): Actions II-41 THRU II-53
- o FIDUCIARY RESPONSIBILITY: Actions II-61 THRU II-67
- o GENERAL/ADMINISTRATION: No actions for initial distribution
- o LOGISTICS: Actions II-81 THRU II-86
- o PERSONNEL (APF AND NAF): No actions for initial distribution

CHECKLIST II ACTIONS REQUIRED 1-2 YEARS BEFORE CLOSURE (*INDICATES REQUIREMENT FOR FREQUENT REVIEW/APPROPRIATE ACTION)

CHECKLIST II	At Date of	1-2	180 Days	NLT Date
Closure Actions for MWR Activities	Approval &	Years	Before	of Closure
	Continuou	Before	Closure	
	S	Closure		
COMMANDER/DPCA/DCA:				
1. Update surveys/focus group data to identify		X		
priority of needed service.				
2. Include members of military and civilian		Χ		
communities in planning process. Support is				
needed for ideas/plans.				
3. Establish closure team to include volunteers		Χ		
from both the military and civilian				
communities. Meet regularly to keep all				
informed (core members should be the POCs				
identified upon notification of BRAC)				
4. Establish priority and date for closure.		Χ		
Obtain regional/IMA approval.				
5. Develop projected organizational structure.		Χ		
Obtain regional/IMA approval.				
6. Develop/publish closure plan. Complete		Χ		
coordination and obtain regional/IMA approval.				
7. Develop/publish plan for disposal of assets.		Χ		
Obtain regional/IMA approval.				
8. Finalize plans for: Audit, personnel		Χ		
inventory: 100% NAF/APF property inventory,				
successor-in-interest, NAF property				
sales/auctions.				
9. Use all available media to inform the		Χ		
community.				
10. Ensure that release of personnel does not		Χ		
conflict with completion of closure actions.				
11. Review needs for borrowed manpower		Χ		
and use when available.				
12. Cease operation of activities based on		Χ		
patron demand.				
13. Determine disposition of MWR facilities in		Χ		
coordination with Director of Public Works.				
12 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2				
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CHECKLIST II	At Date of	1-2	180 Days	NLT Date
Closure Actions for MWR Activities	Approval &	Years	Before	of Closure
	Continuou	Before	Closure	
	S	Closure		
ALL MWR PROGRAMS EXCEPT FAMILY				
SPECIFIC:				
21. Work with surrounding civilian		Χ		
communities and agencies to secure				
alternative services, to include contracted				
services.				
22. Determine, which programs can be		Х		
eliminated or continued. Priority should be				
given to programs run by volunteers and self-				
directed programs that support military				
mission and family readiness.				
23. Automotive Skills Program:		Х		
a. Develop plan to scale down patron				
projects to ensure completion before closure;				
phase down other tasks except those taking				
only a few hours to accomplish,				
establish/enforce abandon vehicle policy IAW				
PMO/DRMO policies.				
b. Maintain staffs of recreational and skills				
centers programs at levels to meet demands				
and assist in the reduction of stress levels in				
individuals.				
c. Reduce levels of resale inventory in				
proportion to reduction in programs offerings.				
24. Installations with "franchise" theme		X		
operations coordinate with regional/IMA/CFSC				
for closure procedures.		\ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \		
25. In coordination with IMA, Public Works,		X		
etc., develop closure plan for the Better				
Opportunities for Single Soldiers (BOSS)				
program, to include transfer of "seed money"				
to IMA for redistribution.		\ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \		
26. Establish/revise personnel requirements		X		
document.		\ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \		
27. Review internal controls to prevent		X		
misappropriations. Seek Internal Review				
assistance/guidance.				
28. Require/monitor changes to RIMP		X		
coverage. Update monthly.				
29. Coordinate environmental actions with		X		
Public Works.				
9		*	•	

CHECKLIST II	At Date of	1-2	180 Days	NLT Date
Closure Actions for MWR Activities	Approval &	Years	Before	of Closure
	Continuou	Before	Closure	
	S	Closure		
30. Review AR 5-9 responsibilities.		X		
Coordinate transfer with IMA.				
31. Develop a financial incentives program in		Χ		
support of closure efforts; provide input to final				
operating plan (see Action II-61).				
32. Reconcile fixed assets against inventory.		Χ		
Dispose of excess items. Develop procedures				
for property Found on Installation.				
33. Provide listing of NAF fixed assets to		Χ		
region/IMA.				
	+			

CHECKLIST II	At Date of	1-2 Years	180 Days	NLT Date
Closure Actions for MWR Activities	Approval & Continuou	Years Before	Before Closure	of Closure
FAMILY SUPPORT (CHILD & YOUTH	S	Closure		
SERVICES (CYS), ARMY COMMUNITY				
SERVICE (ACS)):				
41. Ensure installation has viable Installation		X		
Child and Youth Operations Plan (ICOP) so				
CYS programs can "rightsize".				
42. Coordinate the following strategies with		X		
the Directorate of Personnel and Community				
Activities (DPCA), the Directorate of Resource Management (DRM), and the Civilian				
Personnel Office (CPO):				
a. No resignation required prior to				
recruitment of a replacement employee.				
b. DRM and CPO expedite all recruitment				
action for CYS/ACS. Use procedures outlined				
on page 37 of the Army CYS Installation				
Mobilization and Contingency (MAC) Plan				
Workbook (Jan 03) re. background checks.				
c. Initiate a concentrated marketing				
campaign to attract additional applications. d. Prioritize CYS/ACS positions as among				
the most critical to retain during downsizing.				
e. Consider using two 20 hour per week				
employees, or intermittents instead of one 40-				
hour employee when possible.				
f. Consider recruiting borrowed military				
manpower (when available and appropriate) to				
fill positions vacated by family members.				
43. Identify community resources available to		X		
soldiers/families transitioning out of the Army.				
44. ACS should identify soldiers with		X		
exceptional family members to PERSCOM so availability of services can be determined prior				
to movement.				
45. Identify strategies for providing child care		Χ		
as services are being reduced:				
a. Cut back or eliminate CYS programs that				
do not meet mission requirements of the				
community. Focus on programs and				
organizations directly involved in supporting				
downsizing efforts for working parents. Freeze				
waiting lists.				
b. Ensure CYS programs meet mission				
requirements or QOL initiative of the cmnty.			1	

CHECKLIST II	At Date of	1-2	180 Days	NLT Date
Closure Actions for MWR Activities	Approval & Continuou	Years Before	Before Closure	of Closure
	S	Closure	Olosuic	
c. Consider using vacant quarters as Child				
Development Homes in lieu of maintaining				
large Child Development Center (CDC) or				
School Age Services (SAS) facilities.				
d. Consider developing Neighborhood				
Activity Homes in lieu of operating Youth				
Services facilities.		X		
46. Strategies for FCC: a. Streamline FCC certification process.		^		
b. Ensure monitoring staff members carry				
full caseloads or double function as				
management staff in center programs.				
c. Use/increase FCC subsidies to recruit				
providers.				
47. Others strategies for CYS programs:		Х		
a. Accept payment of fees only during				
limited hours and require patrons to pay by				
check or money order to reduce staff time				
required for processing.				
b. Minimize required reports at all command				
levels except those related to or required by				
law.		V		
48. Maintain staffs at ACS centers at levels consistent with demand, to handle increased		X		
stress and walk-ins. Request exemption to				
hiring freeze (identify staff that will depart with				
soldiers).				
49. ACS Unit Service Coordinators should		Х		
contact units to provide relocation assistance,				
financial counseling, stress management.				
50. Expand the spouse employment program		Χ		
to include assistance to CPO in recruiting local				
temporary personnel, emphasize assistance to				
all installation military and civilian personnel				
with career assistance and employment				
opportunities. FMEAP should expand their				
contact with local employers and state				
employment services. 51. ACS should expand contact with members		X		
of the local utility waiver program.		^		
52. ACS should step up sponsorship program		Χ		
awareness and sponsorship training.				
53. Financial counseling and new parent		Χ		
support program staff should organize client				

files for distribution to soldiers or forward to				
CHECKLIST II Closure Actions for MWR Activities	At Date of Approval & Continuou s	1-2 Years Before Closure	180 Days Before Closure	NLT Date of Closure
gaining installation ACS as appropriate.		Χ		
	<u> </u>	<u> </u>		

CHECKLIST II	At Date of	1-2	180 Days	NLT Date
Closure Actions for MWR Activities	Approval & Continuou	Years Before	Before Closure	of Closure
	S	Closure	Closure	
FIDUCIARY RESPONSIBILITY:				
61. Develop final operating plan/budget.		Χ		
Obtain IMA approval.				
62. Restrict and control expenditures.		Χ		
63 Collect outstanding accounts receivable		Χ		
and personal debts.				
64. Establish dates to cease check cashing for activities and Fund.		X		
65. Determine changes in budgets and submit		Χ		
revised requirements to IMA for consideration.				
66. Coordinate Fund's final operating plan with IMA and CFSC-FMB&C.		X		
67. Installations with Army operated		Χ		
amusement machines or slot machines notify				
Army Recreation machine Program (ARMP) of				
base closure plan.				

CHECKLIST II Closure Actions for MWR Activities	At Date of Approval & Continuou s	1-2 Years Before Closure	180 Days Before Closure	NLT Date of Closure
GENERAL/ADMINISTRATION:				
71.				
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CHECKLIST II	At Date of	1-2	180 Days	NLT Date
Closure Actions for MWR Activities	Approval &	Years	Before	of Closure
	Continuou	Before	Closure	
LOGISTICS:	S	Closure		
81. Provide NAF MWR fixed asset information		Χ		
to Public Works.		^		
82. Reconcile NAF MWR real property and		Χ		
fixed asset data with Public Works Real		\ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \		
Property Office records to ensure that				
acquisition costs and book values of facilities				
and improvements are properly documented				
as NAF, for recoupment of NAF investments				
and deposit in separate U.S. Treasury				
Account, as provided in Public Laws. Provide				
copy though IMA to CFSC-SP (See 2005				
BRAC Guide, Annex O, Enclosure for				
submission format and instructions).		V		
83. For each NAF fixed asset left in place		X		
(renovations, improvement, equipment). Complete a separate DD Form 1354, Transfer				
and Acceptance of Real Property. Provide to				
Public Works for inclusion on Engineering				
Base Form 1354 Part II. Do not remove from				
NAF property records and annotate date of				
transfer.				
84. Transfer building		Χ		
improvements/renovations to Public Works				
listed on fixed asset inventory. Determine				
disposition of structure(s) with Public Works.				
85. Coordinate cataloging of equipment		X		
available for transfer.				
86. Review AR 735-17 responsibilities for		X		
disposition of excess library collections. Report availability of excess book collection to				
CFSC through IMA.				
Of SO through his A.				

CHECKLIST II Closure Actions for MWR Activities	At Date of Approval & Continuou s	1-2 Years Before Closure	180 Days Before Closure	NLT Date of Closure
PERSONNEL (APF AND NAF):				
91.				

CHECKLIST III

ACTIONS REQUIRED 180 DAYS BEFORE CLOSURE:

- o COMMANDER/DPCA/DCA: Actions III-1 THRU III-9
- o ALL MWR PROGRAMS EXCEPT FAMILY SPECIFIC: Action III-11
- o FAMILY SUPPORT (CHILD & YOUTH SERVICES (CYS), ARMY COMMUNITY SERVICE (ACS)): Actions III-21 THRU III-32
- o FIDUCIARY RESPONSIBILITY: Actions III-41 THRU III-44
- o GENERAL/ADMINISTRATION: Action III-51
- o LOGISTICS: Actions III-61 THRU III-66
- o PERSONNEL (APF AND NAF): Action III-71 THRU III-72

CHECKLIST III ACTIONS REQUIRED 180 DAYS BEFORE CLOSURE (*INDICATES REQUIREMENT FOR FREQUENT REVIEW/APPROPRIATE ACTION)

(*INDICATES REQUIREMENT FOR FREQUENT R	At Date of	1-2	180 Days	NLT Date
Closure Actions for MWR Activities	Approval &	Years	Before	of Closure
	Continuou	Before	Closure	
	s	Closure		
COMMANDER/DPCA/DCA:				
Plan the major step-function decrements			X	
based on updates of survey/focus group data				
and assessments of workforce capabilities.				
2. Develop plans for the internal reallocation of			X*	
resources as the BRAC mission evolves.				
3. Coordinate with CPO to ensure copies of			X*	
Individual Development Plans (IDP) for MWR				
staff members are maintained in official				
personnel files.				
4. Make provisions for combined retirement			X*	
ceremonies and farewell parties.				
5. Start biweekly commander's call.			X*	
6. Monitor progressive reduction of exchange,			X*	
commissary and medical services.				
7. In coordination with CPO, conduct a "Mock			X	
RIF" to gain a better understanding of how the				
actual RIF will affect capabilities. OCONUS -				
Local national Works Council coordination.				
8. Create a Personnel Reutilization			X	
Organization (PRO) to apportion or detail the				
residual APF/NAF personnel force as				
required.				
Ensure that closeout audits of local private			X	
organizations are completed.				

CHECKLIST III Closure Actions for MWR Activities	At Date of Approval & Continuou	1-2 Years Before	180 Days Before Closure	NLT Date of Closure
	S	Closure		
ALL MWR PROGRAMS EXCEPT FAMILY SPECIFIC:				
11. Adjust operating hours based on demand and manpower resources, reassign			Х	
employees to demand driven operations.				

CHECKLIST III Closure Actions for MWR Activities	At Date of Approval & Continuou	1-2 Years Before	180 Days Before Closure	NLT Date of Closure
	S	Closure		
FAMILY SUPPORT (CHILD & YOUTH SERVICES (CYS), ARMY COMMUNITY SERVICE (ACS)):				
21. Ensure transfer of additional manpower			Χ	
authorizations (received as a result of the				
Military Child Care Act) back to IMA for				
redistribution or transfer to gaining				
installations.				
22. Establish a child care priority policy to			X	
ensure relocating families have equal access				
to care.				
23. Identify suitable off-post care options			X*	
through Resource and Referral as portions of				
CDS/YS close or, if necessary, to expand				
services.			X*	
24. Use Army-wide CDS Resource and Referral to facilitate coordination between			^	
losing and gaining installation CDS				
Coordinators/YS Directors.				
25. ACS step up unit outreach and emphasize			X*	
prevention services.				
26. ACS step up contact with civilian human			X*	
services agencies to facilitate assistance for				
soldiers and families.				
27. Include retirees in ACS briefings.			X*	
28. Relocate ACS near permanent centralized			X	
facility.				
29. Ensure effective family support, mental			X*	
health, and transition assistance programs				
exist and are staffed to meet demands.				
30. Coordinate to determine the last date on			X	
which people will be assigned to family housing.				
31. Monitor CYS program usage and			X*	
determine child care/youth supervision needs.				
32. Conduct relocation and job fairs.			X*	
zz. zzmaderorodanom dna job idno.			7.	
	I	1		

CHECKLIST III Closure Actions for MWR Activities	At Date of Approval & Continuou s	1-2 Years Before Closure	180 Days Before Closure	NLT Date of Closure
FIDUCIARY RESPONSIBILITY:				
41. Notify local banks of intent to close accounts.			X	
42. Coordinate with operators on final cash collections from vending machines; commercially operated or Army Recreation Machine Program (ARMP) operated machines.			X	
43. Reduce on site change funds to reflect decrease in operations, increase physical security checks.			X	
44. Coordinate for terminal audit.			Х	

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CHECKLIST III Closure Actions for MWR Activities	At Date of Approval & Continuou s	1-2 Years Before Closure	180 Days Before Closure	NLT Date of Closure
GENERAL/ADMINISTRATION:				
51. Schedule termination of commercial telephone service/cable/etc. Consider use of cellular telephones.			Х	

CHECKLIST III	At Date of	1-2	180 Days	NLT Date
Closure Actions for MWR Activities	Approval & Continuou	Years Before	Before Closure	of Closure
	S	Closure	Closure	
LOGISTICS:				
61. Coordinate dates for inspections of all			X*	
buildings by the Environmental Office to				
ensure the buildings are clear of all hazardous				
material.				
62. Identify and account for all NAF MWR			X	
fixed assets, improvements and equipment.				
63. Walk thru installation with Public Works			X	
real property representatives to physically identify MWR fixed assets.				
64. IAW AR 735-17, coordinate disposition of			Χ	
excess library collection with CFSC through			\ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \ \	
IMA. Begin transfer of items to authorized				
accounts. Prepare for terminal audit of				
remaining library property account.				
65. Coordinate with owners of vending			X*	
machines to remove them.				
66. Develop plan to ensure that all			X	
components of the central MWR MIS program				
are transferred or turned in per instructions				
from IMA.				

CHECKLIST III Closure Actions for MWR Activities	At Date of Approval &	1-2 Years	180 Days Before	NLT Date of Closure
Closure Actions for myth Activities	Continuou	Before Closure	Closure	or clodure
PERSONNEL (APF AND NAF):				
71. Develop time line roster of employee			X*	
termination's or transfers.				
72. Establish/coordinate Employee Referral			X	
Program with local businesses.				

CHECKLIST IV

ACTIONS REQUIRED AT: CLOSURE DATE (CD)

BEFORE CLOSURE, E.G., C-120 DAYS

AFTER CLOSURE, E.G., C+30 DAYS

o COMMANDER/DPCA/DCA: Actions IV-1 THRU IV-5

o ALL MWR PROGRAMS EXCEPT FAMILY SPECIFIC: Actions IV-11 THRU IV-20

o FAMILY SUPPORT (CHILD & YOUTH SERVICES (CYS), ARMY COMMUNITY SERVICE (ACS)): Actions IV-31 THRU IV-33

o FIDUCIARY RESPONSIBILITY: Actions IV-44 THRU IV-72

o GENERAL/ADMINISTRATION: Actions IV-82 THRU IV-91

o LOGISTICS: Actions IV-101 THRU IV-108

o PERSONNEL (APF AND NAF): Actions IV-111 THRU IV-119

CHECKLIST IV
ACTIONS REQUIRED AT CLOSURE DATE (CD), BEFORE (-) OR AFTER (+)

ACTIONS REQUIRED AT CLOSURE DATE (CD), I CHECKLIST IV	At Date of	1-2	180 Days	NLT Date
Closure Actions for MWR Activities	Approval &	Years	Before	of Closure
Closure Actions for MWW Activities	Continuous	Before	Closure	oi Ciosure
	Continuous	Closure	Closure	
COMMANDER/DPCA/DCA:		0.000.0		
1. Ensure closure team is coordinating closure				C-120
actions with affected tenants, patrons,				
vendors, contractors and civilian communities.				
Actively assist NAF employees who desire				C-120
relocation to other positions (on-post, other				0 120
NAFIs) as facilities are closed. Impose freeze				
on all other personnel actions.				
				C-90
3. Continue to work with representatives from				C-90
both military and civilian communities.				0.00
4. Develop transfer plan for NAF employees to				C-60
maximize employment opportunities.				
Coordinate with other NAFIs to facilitate				
retention of valued NAF employees.				
5. Submit notification of disestablishment of				CD
NAFI through IMA to CFSC, with effective				
date.				
		<u> </u>		

CHECKLIST IV	At Date of	1-2	180 Days	NLT Date
Closure Actions for MWR Activities	Approval &	Years	Before	of Closure
	Continuou	Before	Closure	
ALL MWR PROGRAMS EXCEPT FAMILY-	S	Closure		
SPECIFIC:				
11. Identify records not needed for final audit				C-120
and transfer to records holding area or destroy				
if regulations permit.				
12. Coordinate insurance cancellation, reduce				C-120
insured amount as assets are disposed of.				_
13. Assist in recruitment of volunteers to assist				C-120
in management of minimal operations.				
Continue to meet and work with				
representatives from both military and civilian communities.				
14. Implement the financial incentives program				C-120
in support of closure efforts (see Action II-31).				
15. Reevaluate PRD staffing needs.				C-120
16. Monitor progress of cancellation or transfer				C-120
of leases on fishing waters/ranges.				
17. Conduct a 100% inventory of NAF/APF				C-120
contracts to ensure appropriate cancellations,				
renewals, etc., are effected.				C-90
18. Consolidate community resources within one building, if feasible.				C-90
19. Begin actions to terminate leased				C-90
equipment and maintenance contracts.				0 30
20. Continue actions to terminate lease and				C-60
maintenance contracts				

CHECKLIST IV Closure Actions for MWR Activities	At Date of Approval & Continuou	1-2 Years Before	180 Days Before Closure	NLT Date of Closure
FAMILY SUPPORT (CHILD & YOUTH SERVICES (CYS), ARMY COMMUNITY SERVICE (ACS)):	S	Closure		
31. Review/clarify patron policies on: notification prior to withdrawal of children, payment procedures, refund policies, debt liquidation, etc.				C-120
32. CYS: a. Continue required local CYS inspections (maintain standards until closure to avoid serious problems).				C-120
b. Be flexible about staff utilization (e.g. consider hiring FCC providers as CYS employees). c. Increase flexible scheduled staff hours, if needed, to cover required staff to child/youth ratios.				C-90
d. Maximize space and staff usage, e.g. combine children and arrange multi-age classrooms. e. Develop closure plans for food program (e.g. deplete food stock, designate dates (after closure) for disposal of kitchen equipment and property).				C-60
a. Unit Service Coordinators (USCs) step up contact with remaining units (military and civilian).				C-90
b. Continue emphasis on staffing center to meet workload demand for relocation/transition assistance, with adjustment as population declines. c. Transfer any remaining service records to soldiers' gaining ACS. d. Prepare all administrative files for retirement per regulations.				C-60

CHECKLIST IV Closure Actions for MWR Activities	At Date of Approval & Continuou	1-2 Years Before	180 Days Before Closure	NLT Date of Closure
	S	Closure		
FIDUCIARY RESPONSIBILITIES:				0.400
41. Notify vendors of dissolution of Fund; invoices must be presented NLT 15 days prior to dissolution.				C-120
42. Increase coordination with successor-in-interest (IMA Region).				C-120
43. Adjust amounts required in severance pay liability account.				C-120
44. Coordinate with Central Accounting Office.				C-120
45. Monitor current accounts receivable and collect outstanding receivables.				C-120
46. Ensure IMA Region provides POC for terminal audit.				C-120
47. Provide community a list of refund policies, rental cutoff dates, and similar information. Include list of local military and civilian businesses where services are available.				C-90
48. In coordination with CPO, compute cost for employees to be separated.				C-90
49. Review status of outstanding NAF/APF purchase requests.				C-90
50. Recall petty cash and change funds as facilities and activities close.				C-90
51. Write off assets to be abandoned in place or transferred to APF.				C-90
52. Stop all check cashing and payment by check and credit cards within the NAFI.				C-90
53. Notify IMA Region of all contracts that cannot be canceled.				C-90
54. Coordinate with NAFI activities for insurance cancellation (RIMP).				C-90
55. Again notify vendors to present invoices15 days prior to dissolution.				C-90
56. Review status of outstanding NAF/APF purchase requests (cancel/modify).				C-60
57. Finalize changes needed in budget and submit requirements.				C-60

NOTE: Successor-in-interest establishes a "dissolution date", e.g., sixty days prior to base closure date.

CHECKLIST IV	At Date of	1-2	180 Days	NLT Date
Closure Actions for MWR Activities	Approval &	Years	Before	of Closure
	Continuous	Before Closure	Closure	
58. Determine liability for unpaid annual leave.				C-60
59. Finalize financial incentive program.				C-60
60. Provide information/documentation to CAO				C-30
for financial statements for final accounting				
period.				
61. Pay severance pay to eligible separated				C-30
employees.				
62. Coordinate with and provide needed				C-30
information/documentation to auditors				
conducting terminal audit.				
63. Forward all closure documents to CAO for				CD
final statements.				
64. Conduct joint/terminal inventory with				CD
successor-in-interest (see Action IV-106).				
65. IMA Region inventories, liabilities and				CD
receivables.				
66. Close local and central bank accounts and				CD
transfer assets to successor-in-interest.				
67. Relocate all accounting records to IMA				C+30
Region.				
68. Fund manager verifies validity of financial				C+30
records and statements.				
69. Auditors complete terminal audit of fund				C+30
and render final report within next 30 days.				
70. IMA Region determines amount(s) of cash				C+90
available for transfer to NAFIs of installation(s),				
which gained missions/troop units/MWR patron				
base.				
71. Final audit outbriefed to IMA Region.				C+90
72. Transfer accounting records/open items				C+90
and documentation to IMA Region; close out				
accounts.				

CHECKLIST IV Closure Actions for MWR Activities	At Date of Approval & Continuous	1-2 Years Before Closure	180 Days Before Closure	NLT Date of Closure
GENERAL/ADMINISTRATION:				
82. Review key control to facilities and storage				C-120
areas. Restrict usage.				
83. Monitor cleanup of facilities and disposal of				C-120
unneeded supplies and equipment.				0.400
84. Monitor cleanup actions to prevent liability				C-120
for environmental damages. 85. Coordinate with other related activities to				C-120
ensure continuity of services IAW closeout				C-120
dates.				
86. Coordinate environmental actions with				C-60
Public Works.				
87. Review concessionaire contracts to				C-60
coincide with closure dates.				
88. Coordinate the elimination of electronic-				C-30
mail accounts with the Directorate of				
Information Management.				_
89. Coordinate with information management				C-30
personnel to provide instructions for handling				
official mail received after NAFI closes. 90. Cancel or transfer the bulk mailing permit.				C-30
91. Ensure that activities close mail boxes and				CD CD
turn in keys.				CD
tarriir keye.				

CHECKLIST IV Closure Actions for MWR Activities	At Date of Approval &	1-2 Years	180 Days Before	NLT Date of Closure
Closure Actions for invite Activities	Continuou	Before Closure	Closure	01 0100010
LOGISTICS:				
101. Establish contract with local dealer for				C-120
sale of lost, abandoned, or unclaimed				
personal property, unless other procedures				
apply (see Actions I-78, I-80).				_
102. Ensure NAF building improvements,				C-120
renovations, and equipment left in place are				
listed separately on Engineering Base Form				
1354 Part II.				0.400
103. Transfer all library materials IAW AR 735-				C-120
17. After AR 735-17 requirements are met,				
collection may be transferred to local community by working with Defense				
Reutilization Marketing Office (DRMO). Notify				
CFSC through IMA Region of completion of				
AR 735-17 actions and request, through same				
channels, deletion of library property account				
serial number.				
104. Conduct terminal audit of the library				C-60
property account.				
105. Ensure a plan exists for the disposition of				C-60
property that was supplied by vendors.				
106. Schedule fund cash collections from				C-60
ARMP operated machines and date of				
machine removals. Schedule turn-in of				
installation fund-owned vending machines and				
video games.				
107. Coordinate then disconnect and turn-in of				C-30
telephones and facsimile machines with				
information management personnel.				0.20
108. Conduct a joint/terminal inventory with the IMA Region (see Action IV-68).				C-30
the livia Region (see Action 17-00).				
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CHECKLIST IV Closure Actions for MWR Activities	At Date of Approval & Continuou s	1-2 Years Before Closure	180 Days Before Closure	NLT Date of Closure
PERSONNEL (APF AND NAF):				
111. In coordination with CPO, officially notify				C-120
employees of pending disestablishment of NAFI.				
112. Identify personnel to be retained for NAFI closeout; coordinate with CPO.				C-120
113. Determine termination costs for personnel to be terminated (severance pay plus transportation if applicable); coordinate with CPO.				C-120
114. In coordination with CPO, prepare and deliver notices of separation to excess employees.				C-90
115. In coordination with CPO, terminate or transfer unnecessary personnel.				C-90
116. Recruit and train volunteers to assist in closure process.				C-90
117. Monitor transfer or termination of unnecessary personnel; coordinate with CPO.				C-60
118. Plan to transfer close-out personnel to successor-in-interest fund; coordinate with CPO.				C-60
119. In coordination with CPO, accomplish separation of surplus employees under notice.				C-30

REFERENCES

- Book "Closing Your Base", 1993, by Richard Szafranski, Colonel, USAF, Air War College (former Commander, 7th Bomb Wing during closure of Carswell AFB, TX).
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